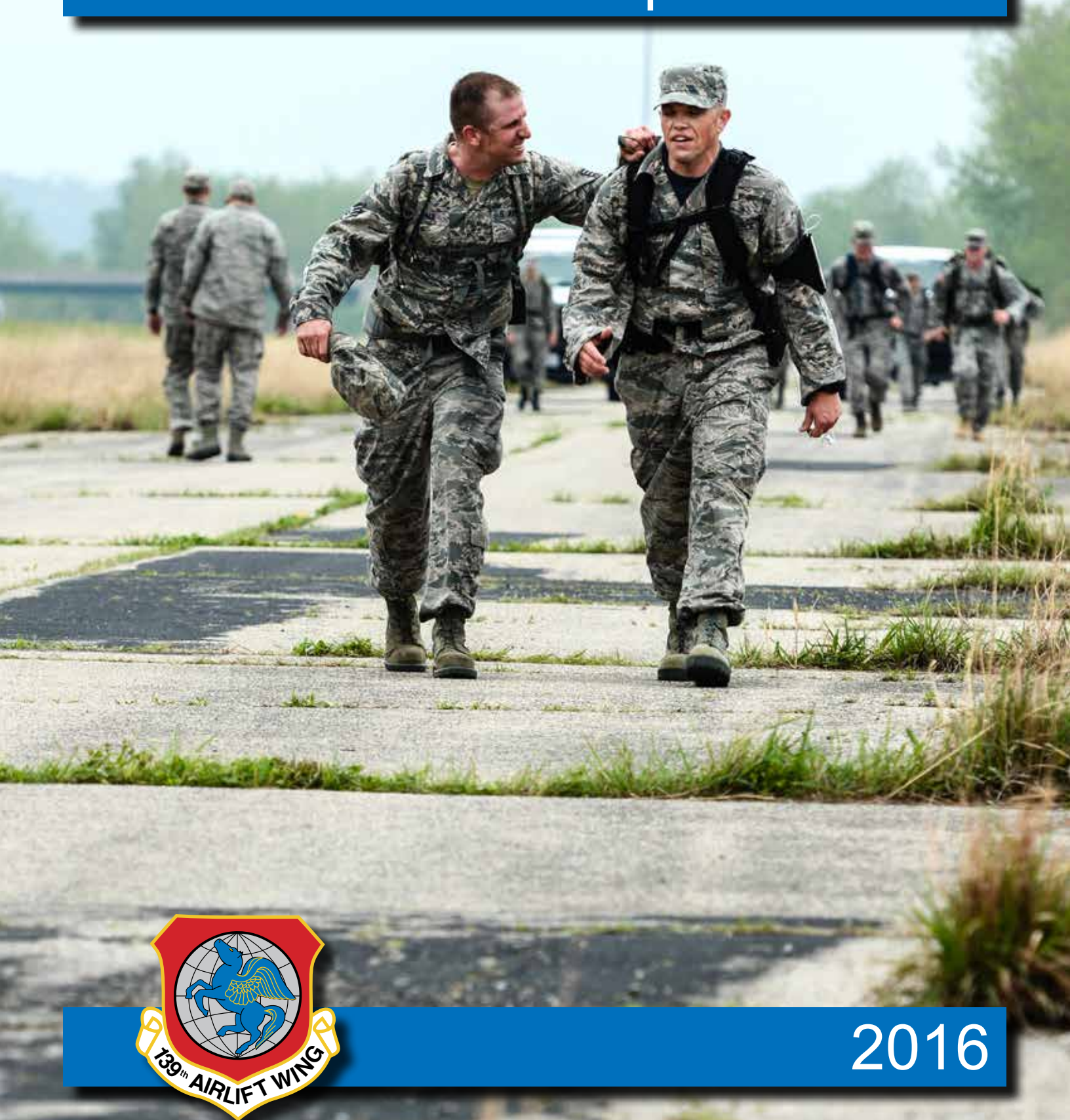


139th Airlift Wing

Annual Report



2016

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Cover: U.S. Airmen assigned to the 139th Airlift Wing, Missouri Air National Guard, participate in a ruck march in Elwood, Kan., April 22, 2016. The airmen were qualifying for the German Armed Forces Badge for Military Proficiency. The event includes running, swimming, sprints, pull-up hang, pistol marksmanship, and a ruck march. Participants may qualify in bronze, silver, or gold categories. (U.S. Air National Guard photo by Tech. Sgt. Michael Crane)

Wing Commander

As I look back over the past year, I continue to be amazed by the work and selfless service of wing members despite historic changes in leadership. Between November and June, we changed every group command in this wing. Furthermore, we changed command of all of our squadron and flight commands except for three, and two of those changed in October. Despite this change in leadership, the men and women of this wing continued to complete our missions without missing a beat. It is also evidence that we have the right people in our leadership positions as they were able to carry on with seamless transitions.

It is impossible for me to list all of the accomplishments of the wing, so I will touch on some highlights. We continue to grow manpower as 27 additional full-time positions were added this fiscal year. We completed base improvements with the reconstruction of our assault runway and the addition of a new security forces training facility. In total, our economic impact to the city and county rose to \$183 million in FY16.

As such, the state and their community continue their unwavering support of this organization. We were honored to have Governor Jay Nixon and a bipartisan group of state legislators come to the base to announce that the state was kicking in approximately \$6 million dollars to rebuild the levees that protect our installation. The last piece of the puzzle to allow the Army Corps of Engineers to begin construction was the remaining 35% of funding from local government. Our civic leaders took the challenge and the voters of Buchanan County overwhelmingly passed a sales tax increase to pay for the remainder of the repair costs. This vote (approximately 77% for the tax) was a huge victory for not only our base but for the industry of this area. Bottom line: we have unrivaled support from our community.

We had the great honor of hosting many distinguished guests as well. The Air Mobility Command Commander, General Everhart, stopped by for briefings and to meet members of the wing. A month later, the AMC Command Chief, Chief Master Sgt. Frey, joined us over our drill weekend. Both of these distinguished individuals were extremely impressed with our organization and our Airmen.

General Frank Grass, Chief, National Guard Bureau, member of the Joint Chiefs of Staff, and a Missouri Guardsman also paid us a visit. This was the first time that a sitting member of the Joint Chiefs have ever visited our installation. Like Gen. Everhart and Chief Frey, Gen. Grass was thoroughly impressed with our mission and our Airmen. About a month later, we sent ten Airmen to Jeffer-



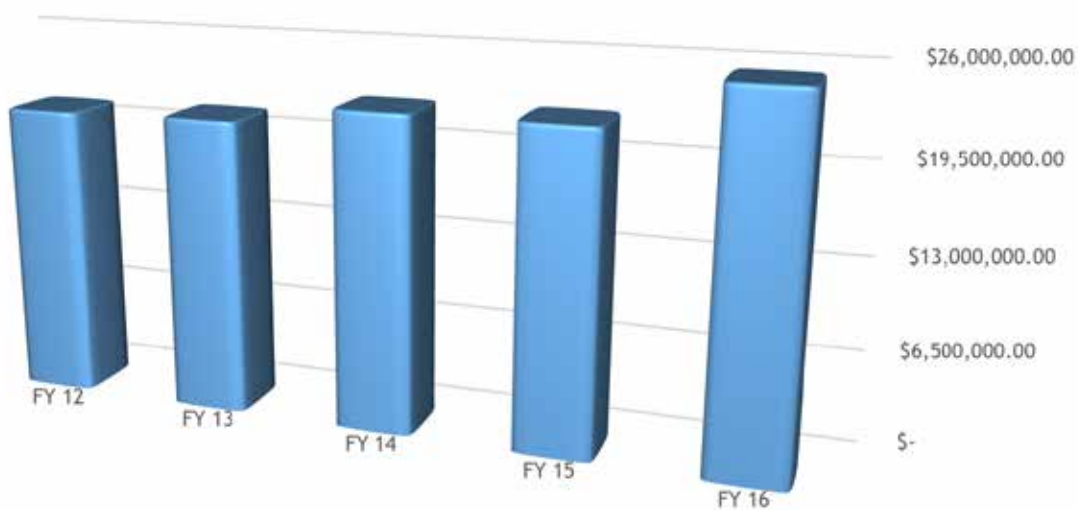
Col. Ralph Schwader
139th Airlift Wing Commander

son City to take part in Gen. Grass's retirement at the state capital. What an awesome opportunity and privilege for our Airmen!

As for the mission, we continue to provide our Airmen the best training possible. Throughout this report, our units will convey their many accomplishments. Our leadership team continues to ensure that we create opportunities for our Airmen that foster esprit de corps and allow building relationships across the globe with unparalleled training. We truly provide global reach from here in America's heartland.

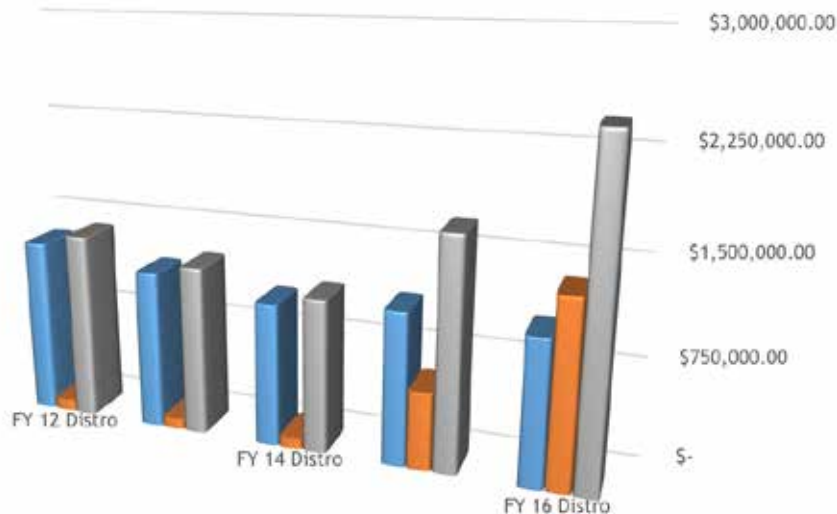
2017 promises to be both challenging and rewarding. We will begin training for our next rotations in support of contingency operations around the world. We will continue to plan and execute capital investments in our base and we look forward to continued growth and stability with future missions.

Civilian Pay



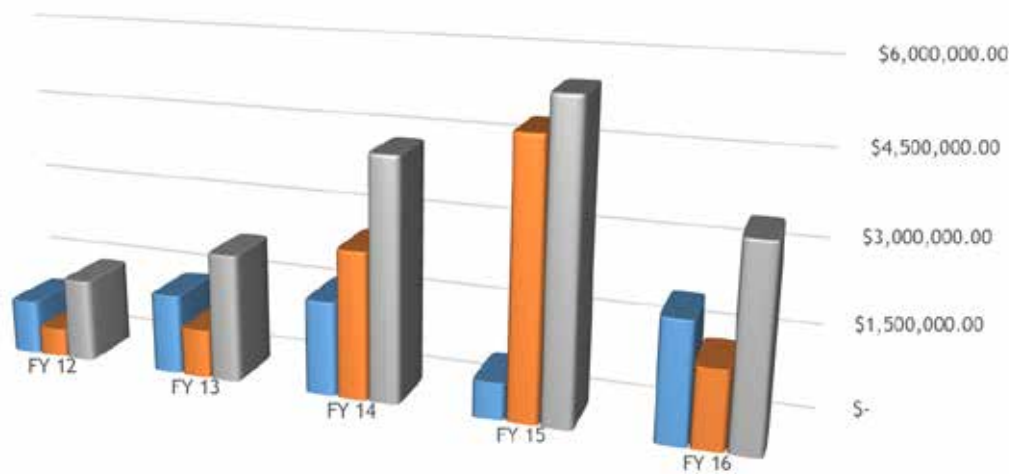
Military pay is representative of earnings that members will accrue when performing duty on any type of active or inactive duty status. This dollar figure is a combination of the earnings of the 139AW's Total Force (Active Duty, Air Force Reserve Component, Air National Guard, ADOS/MPA tours) along with mobility tours in support of the war effort. There was a slight decrease in overall military pay, but this comes with a 2/3 decrease in mobility tours.

Base Operating Cost

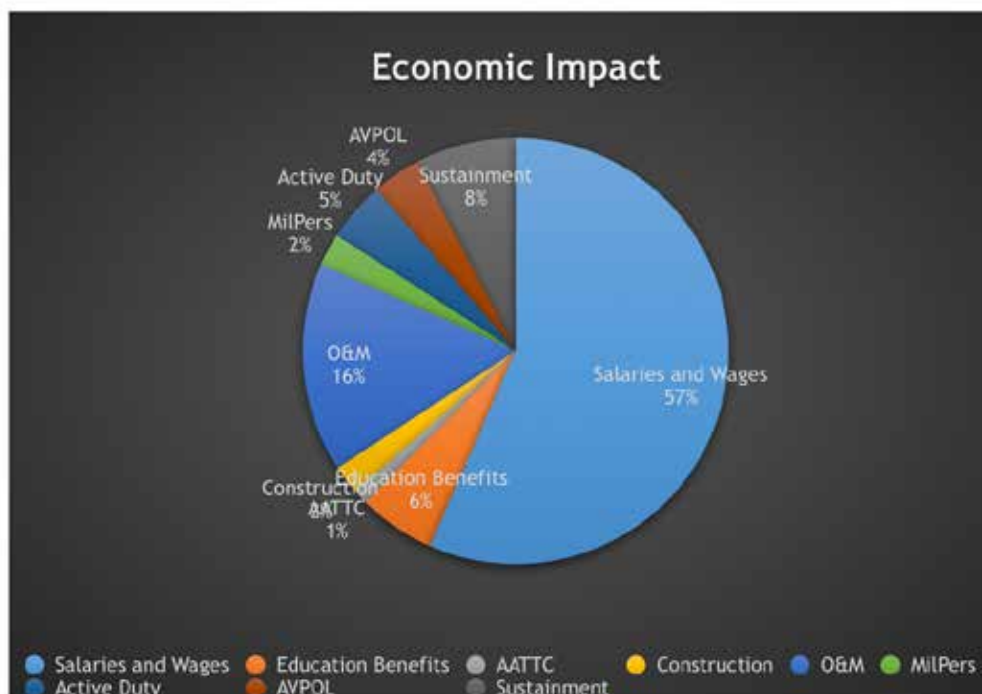


Base Operating Cost (BOC) is what it will cost the base to execute its mission on a fiscal year basis. This is broken down by the BOC that the wing receives just based off its normal every day mission. Then there are Off Model Adds that are taken into consideration for the wings that have additional programs not taken into account by the regular BOC. For the 139AW, there is the Advance Airlift Tactics Training Center (AATTC) and the Weapons Instructor Course (WIC). These programs are considered outside of the normal mission therefore additional funding is received to support them. There has been significant growth in the past two fiscal years during a questionable fiscal climate.

Sustainment, Restoration, and Modernization



Sustainment, Restoration, and Modernization (SRM) is a portion of the O&M appropriation, however, it is included in this section of the report as it relates to the buildings and their care. This program takes care of the emergency construction, building renovation, and ongoing maintenance of real property for our wing. SRM projects are worked through the Facilities Working Group (FWG) and the Facilities Management Board (FMB) to determine the priorities for the application of this resource. These projects are typically developed by criticality for replacement, upgrades for energy savings, and the overall impact on the wing's mission. The SRM was not nearly as impactful in FY16 as it had been in the previous two FY's. This FY was considered to be a "planning year" because there are numerous projects such as the running track, the new communications building, and the building 17 remodel that are being prepped for execution in the next two FY's.



This pie chart shows what percentage each part of the Economic Impact has on the overall impact. Like prior years salaries and wages have the greatest impact.

Economic Impact

Economic Impact of 139th Airlift Wing FY16

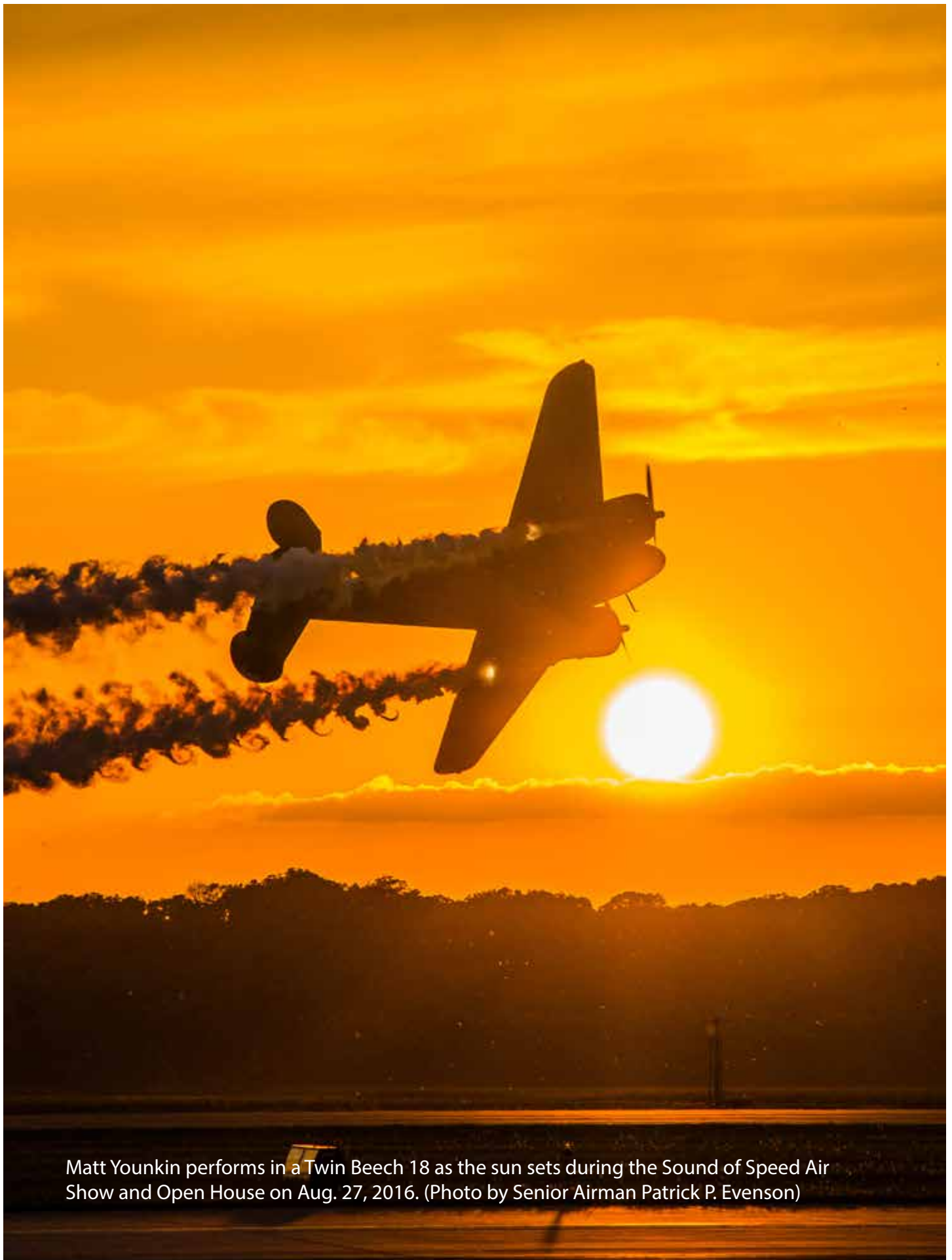
• Salaries, Wages, and Monetary Benefits	\$57,725,850.00
• Education Benefits*	\$5,920,464.00
• AATTC Students/ Symposiums	\$1,157,141.00
• Construction and Capital Investment	\$2,233,296.32
• O&M Expenditures	\$16,200,465.24
• Milpers Expenditures	\$2,539,969.87
• AD, AAFRC, ADOS/ MPA Tours	\$4,644,797.28
• AVPOL	\$3,709,113.00
• Weapon System Sustainment	\$7,835,248.62
• TOTAL EXPENDITURES	\$101,966,345.33
• TOTAL IMPACT	\$183,539,421.597

- * Education benefits are based on strictly the enlisted personnel pursuing undergraduate education. The total 4 year process for a Bachelor's degree was then broke down annually and based on 60% of the total enlisted personnel utilizing their benefits.



Sound of Speed Air Show





Matt Younkin performs in a Twin Beech 18 as the sun sets during the Sound of Speed Air Show and Open House on Aug. 27, 2016. (Photo by Senior Airman Patrick P. Evenson)

Command Chief

"Success is...knowing your purpose in life, growing to reach your maximum potential, and sowing seeds that benefit others."
– John Maxwell



As I reflect on this past year's accomplishments, I could not think of a better quote than that of John Maxwell. It describes the efforts, as well as the achievements of the 139th AW enlisted Airmen very well. They went above and beyond the call of duty in order support our mission. At the beginning of the year, we hosted the ANG Command Chief, Chief Master Sgt. James Hotaling as he accepted a challenge from one of our members, Staff Sgt. Jamie Israel, 139th LRS/POL. Staff Sgt. Israel challenged Chief Hotaling to walk a day in her shoes as a teacher, and as an Airman. Chief Hotaling was very eager to take on the challenge because it truly embodied the "Citizen/Airman" concept.

Additionally, one of our Airman was offered the opportunity to instruct at the Air Force First Sergeant Academy as an instructor. Senior Master Sgt. Jan Medina is representing the 139th AW with great pride as she shares her knowledge with all the newly selected First Sergeants across the Total Force.

The AATTC recognized an exceptional Airman when they nominated Senior Master Sgt. Brian Little for the Exercise Tiger "Adopt a Warrior" award. Senior Master Sgt. Little along with other service members from across Missouri were honored with a banquet and recognized at a home football game for the MU Tigers.

The next two months were focused on identifying our truly "Outstanding Airmen". We selected Senior Airman Collin Ingram 139th OSS as our 2015 OAY Airman for the wing. SRA Ingram also gained honor at the national level, as the "2015 ANG Aircrew Flight Equipment Outstanding Airman of the Year. Staff Sgt. Jacob King, 180 AS was selected as the 2015 OAY NCO for the wing. Master Sgt. Jordon Cassity, 139th OSS was selected as the 2015 OAY SNCO for the wing. Master Sgt. Candace McCune was selected as the 2015 OAY First Sergeant for the wing. All these members then went on to compete against the 131st BW at the State level. Master Sgt. McCune brought

great pride upon herself as well as the wing when she walked away with the honor of 2015 OAY First Sergeant for the State of Missouri.

During the month of March, we were honored to host Fleet Master Chief Terrance Molitor, Senior Enlisted Leader, USNORTHCOM/NORAD. He visited with our Airmen, focusing on how our mission is important to USNORTHCOM/NORAD. Again, the Airmen came through and showcased the 139th AW and how we are fully engaged with our Homeland Response capabilities.

Some of our Airmen were given the opportunity to participate in joint service activities. They attended the Army Air Assault course for the first time in history. In addition, we had several Airmen receive the German Armed Forces Badge for Military Proficiency. Our shooting team took several honors at State and National level competitions competing against our Army brothers and sisters.

Over the course of the past year, we placed a lot of emphasis on helping our Airmen by providing them with the necessary tools to become the next generation of leaders for the 139th Airlift Wing. We had our "Mentoring" kickoff, the program teaches Airmen the importance of having a mentor in their lives and, how to be that "Mentor" to their peers. Chief Master Sgt. Tony Fisher from the "Profession of Arms Center of Excellence" (PACE) also visited our base. During his visit, he introduced our Airmen to "Enhancing your Human Capitalism", a presentation that focused on self-reflection and leadership. To conclude the year, the Company Grade Officers Council hosted a leadership training session presented by Heartland Foundations, EmPowerU. Both, enlisted and officers participated in interactive leadership scenarios focusing on tools for future leadership positions from a civilian perspective. One of the most important aspects of the training was the ability to network with others from the civilian community, and the wing.





Airmen from the 139th Operations Group pose for a photo Oct. 2, 2016 at Rosecrans ANG Base.



Airmen from the 139th Maintenance Group pose for a photo Oct. 2, 2016 at Rosecrans ANG Base.



139th Operations Group



The last few months of 2015 saw plenty of changes. The former 180th Airlift Squadron Commander Lt. Col. Byron Newell was promoted to the 139th MXG Commander and Lt. Col. Cluck took command of the 139th Operations Group. These moves created an opportunity for promotion for the positions of 139th OSS/CC and the 180th AS/CC. We had the privilege of appointing Lt. Col. Greg Stewart as the 180th Airlift Squadron commander and Lt. Col. Pat Linson as the 139th Operations Support Squadron. In October the 139AW held the groundbreaking ceremony for the new Runway 13/31. The Airfield Management team in the 139th Operations Support Squadron has done an outstanding job working with city partners and the airport manager in order to make this vision a reality. This new runway, utilized for tactical landings, will allow aircrew of the 139OG to train on critical skills necessary for deployed and stateside operations. In late October some of the Kansas City Chiefs players and staff visited the 139AW. We continue to build relationships with Chiefs throughout the year by supporting the pyro display prior to each home game.

In January, the Operations Group deployed 130 members to Naval Air Station Key West (Boca Chica Field). The exercise was the first of its kind in our Group's 75-year history. The operation was centered on Natural Disaster Emergency Response Training; all designed, planned and executed by the 139OSS Department of Training. Mission Objective #1 was the joint and inter-agency training accomplished with US Coast Guard Sector Key West and their fleet of rescue ships. We worked with their Fast Response

Training Data

- Flying Training events logged 12891
- Total Training events >60,0000
- Total Landings 7112
- Mission Miles Flown 280,000 on 390 sorties for 1077 hrs
- 24 JA/ATTs airdropping over 1660 personnel
- 3 Panama missions supporting State Partnership and overwater pilot and CSO training
- 42 Mission Readiness Airlift for 327,420 lbs. of cargo and 1850 passengers
- 75 ARMS Aeronautical Orders processed
- Enlisted Flying Positions filled at over 100% manning
- Aircrew Flight Equipment inspections 3763

Cutters and the Reliance Class Cutter Diligence. The ship had two 139AW aircrew members and an RTIC ground station embarked, which successfully tracked, coordinated and provided C2 throughout this phase of the exercise. The four airdropped deliveries to the USCG Diligence at sea from the 139th Airlift Wing's fixed-wing aircraft were "firsts" for both our Group and the USCG Cutter.

In March came our first of three over water Off Station Trainer flight to Panama. These trips allow us to get much needed training for our aircrew. This was accomplished through hours of coordination with our state partners in Panama. After that, we held our second NVG UTA weekend for all flyers. This type of a UTA weekend allows the Operation's Group to accomplish many of our night flying requirements more efficiently so we can take some of the pressure

Operation Jesse Relief

- Personnel Airdrops into Patton Water Drop Zone - 52 Jumpers
- Seven C-130s, One C-12, and One HH-60; One CG Cutter, Coast Guard Cutter & Navy Rescue swimmers
- 2 Joint Force Exercises in support of combat & water survival training with 167 AW, 185 ARW and Army National Guard 135th Attack/Reconnaissance HH-60
- More than 100 hours logged, 55 sorties, and 70 landings
- RTIC connectivity on air, land, sea, and everything in between!
- 100,000 lbs of cargo hauled; and 5,000 lbs of cargo dropped
- Four successfully delivered airdrops at sea!
- Over 500 passengers moved
- 1,864 training events logged by 139th AW alone!



Airmen participate in Operation Jesse Relief off the coast of Key West, Fla., Jan. 23, 2016. The operation is a search and rescue exercise in conjunction with the U.S. Coast Guard and U.S. Navy.

you've got this regional partnership that ends up being joint."

Throughout the year the 139OG flew in support of the Navy Seal Jump Master course, the Navy Seal Leap Frogs Aerial Demonstration Team, participated in Operation Coronet Oak, and Joint Forceable Entry at Nellis, AFB, a large-scale exercise with multi-service/joint coordination efforts.

Cerberus Strike Data

- 10 different units participated for "real world" deployment training featuring high altitude conditions for airfields, airdrop, heavy weight aircraft, dirt landing zone operations
- 3 Unprepared Landing Zones in KS and CO (2 at 5,700ft elevation)
- 65,875 lbs cargo
- 2,080 lbs of MRE airdropped
- 45 Passengers moved
- 10 hrs of joint load training
- 96 MPC hours
- 19.6 flying hours
- 41 crew members

off the flying schedule the rest of the quarter.

During the 3rd quarter due to extreme weather conditions a large part of the main runway buckled. A 30 X 150ft long section of the runway had to be replaced and inspected. Ops immediately started working on an alternate location to continue operations. The runways was back open for business in a week's time. On 5 May at Mock Airfield, Ft Riley, KS the first Airdrop of personnel in decades occurred. This valuable Joint /Airborne/Air Transportability training consisted of members of the 1st Infantry Division, Nebraska Army National Guard, and members of the 139th Airlift Wing, enabling all units to complete yearly proficiency and training requirements while gaining joint experience for all. Capt. Matthew Zahler, Air Mobility Liaison Officer to the 1st ID said, "There are local C-130's that would come out here and use this on a regular basis, if not weekly or quarterly. And then you tie them into the 1st ID and now

241st Air Traffic Control Squadron

The Air Operations Center (AOC) Airspace Unit Type Code (UTC) conducted its mission qualification training at the 112th AOC located in State College, PA this past quarter. This marks the first time that mission qualification training has been accomplished by all members assigned since the Airspace mission came to the Air Traffic Control Squadrons in 2007. Tech Sgt. Brian Lewis attended the Advanced Tower Simulator Systems (TSS) course located in Orlando, Florida. Due to his accomplishment of this course, Tech Sgt. Lewis is the most technically sound TSS technician in the ANG ATCS Community.

Throughout the past quarter, the 241st has supported numerous entities such as the Recruiting and Retention shops with the Kansas City Chiefs Training Camp and Atchison Fly-In events. Additionally, the 241 Air Traffic Control Squadron (ATCS) Maintenance shops supported Tinker AFB Depot and Wylie Industries assisting in the modernization of the Mobile Control Tower fleet's computer systems and repairs to the shelters located at the Radar Approach Control work site. The 241 ATCS hosted a Panamanian delegation in August in support of the Missouri State Partnership Program to exchanges lessons learned and best practices in the realm of Security Measures and Temporary Shelters for displaced persons. Over the course of five days, personnel from Civil Engineers, Force Support Squadron, Security Forces, Buchanan County Emergency Management, Red Cross and the 241 ATCS were able to articulate specific requirements and impart lessons learned from Hurricanes KATRINA, GUSTAV and IKE mass evacuations.

Training efforts between the 241 ATCS and 2nd



Missouri National Guard State Partnership Program

Battalion of the 1st Division were successful this past quarter. Specialist Tapscott is the second Army Air Traffic Controller to go through the Rosecrans Tower training program. He will be returning back to Fort Riley to rejoin his Air Traffic Control Company.



Accomplishments

- Five new enlistees
- Two Special Experience Identifiers awarded
- Supported Wylie Industries, Tinker AFB Depot MX, Missouri State Partnership Program and Airlift Wing Recruiting Office
- Conducted ATC Training with Army 1st Division

139th Maintenance Group

MISSION FIRST
PEOPLE ARE THE MISSION
ATTITUDE IS EVERYTHING



The 139th Airlift Wing exists to accomplish national objectives and respond to crisis both at home and abroad. At the 139th Maintenance Group, our contribution to that mission is comprised primarily of aircraft maintenance. The C-130H model aircraft is one of the nation's legacy workhorses; and these aging airframes need constant attention. Metal never forgets and rust never sleeps...neither do we.

The maintenance effort required has increased exponentially in recent years with the addition of the C-130H Weapons Instructor Course on top of an already non-standard flying program supporting the aircrew staff of the Advanced Airlift Tactics Training Center. In a recent manpower study visit, one Air National Guard Readiness Center staffer stated, "The 139th Airlift Wing breaks the Logistics Composite Model. We have no system capable of simulating the manpower required to accomplish this unique mission set." This Wing, and by association this Group, are like no other in the Air National Guard; demonstrating daily the highest degree of flexibility and innovation in support of Air Force Doctrine.

This fiscal year we documented over 44,000 man hours of direct aircraft maintenance performed; enabling 2704.7 flying hours and 1098 aircraft sorties. Of those, 386.7 flying hours and 166 sorties were in support of the Weapons Instructor Course. The men and women of the Maintenance Group deployed off-station 17 times facilitating the Weapons Course, and also for one week to Key West, Florida, supporting the 180th Airlift Squadron's Search and Rescue training with the U.S. Coast Guard. Group crew chiefs supported over 100 cross country training

missions.

In June we sent 61 maintainers to the Air National Guard's Air Dominance Center in Savannah, Georgia to participate in the Maintenance University (MXU); a week-long course designed to provide intensive hands on instruction on aircraft maintenance. The 139th joined forces with Kentucky, Connecticut, and Montana Air Guard units to build a team of over 250 participants. During the week-long training event over 33 different classes were offered; many taught by 139th subject matter experts. This allowed accelerated skill upgrade training for scores of drill status guardsmen.

The ISO Dock (Isochronal Inspection section) conducted three inspections in the final quarter alone, and took delivery of new inspection stands that enhance safety and improve efficiency. Munitions supported two WIC classes, building over 2000 sticks of munition assets. The propulsion section performed three engine changes and eight on-wing propeller changes.

The 139th Maintenance Group leadership team went through a lot of change this fiscal year, starting with Colonel Andy Halter's departure for higher levels of responsibility at Air Mobility Command in the fall of 2015. After a brief stint with Colonel Gordon Meyer as the interim Group Commander, Lt. Col. By-





ron Newell assumed command of the Maintenance Group in December, 2015. At about the same time, Master Sgt. Candace McCune came over from Medical Group to join the Maintenance Squadron as First Sergeant. Earlier in 2015, Master Sgt. McCune had deployed as Lt. Col. Newell's First Shirt in the 746 Expeditionary Airlift Squadron, where she passionately cared for and mentored the co-located maintenance troops at Al Udeid Air Base, Qatar.

Captain Matt Neil left his part-time command of the Maintenance Operations Flight for a full time position in Civil Engineering, and Captain Rob Payeur was selected as his replacement. A few months later, the Maintenance Operations Flight Chief, Scotty Owens, was named Group Superintendent; a newly created position under ANG re-alignment.

We closed this annual period with the full time hire of Captain Robert Lovelady, previously of the Mission Support Group. Captain Lovelady participated in a joint ceremony with Major Thomas Orth on the October drill weekend where he took command of the Maintenance Squadron from Maj. Orth, and Maj. Orth assumed command of the Aircraft Maintenance Squadron. Major Orth had been the Maintenance Squadron Commander for eight years, and has deployed numerous times as a maintenance officer.

At year's end we also said goodbye to Lt. Col. Mark Cheney, but congratulate him on his command of the Logistics Readiness Squadron. In FY 16 the Group swore in 17 new recruits and made 12 full time hires. We currently sit at 83 full time employees and 154 drill status guardsmen for a total end strength of 237 American Airmen.

FY 16 witnessed the birth of the Wing's Historical Aircraft Program. Newly vested in the Maintenance Group with the Deputy Commander and Quality

Assurance staff, this program will manage two C-130 static displays. The first resides at Ike Skelton Training Center, Jefferson City, Missouri; where teams of structural mechanics from the Maintenance Squadron have been lovingly restoring her. The aircraft has been sealed against leaks, propellers properly positioned, and a rudder removed, transported to St. Joseph, repaired, and replaced. The team has started the process of bird proofing all external openings.

The second is an aircraft that survived the flood of 1993, even after going under water. Aircraft 86-1391 was the first 1986 model C-130 delivered brand new from the factory to the 139th Airlift Wing that same year. Having been painstakingly restored and returned to flying status, she has been serving at the 189th Airlift Wing in Little Rock, Arkansas, for the last decade. Scheduled for the scrap pile in the summer of 2016, a concerted lobbying effort by the 139th Airlift Wing resulted in her re-vectoring to Rosecrans Memorial Airport, where she made her final landing on July 29th; Colonel Edward Black, 139th Airlift Wing Foreign Object Damage (FOD) Prevention Program Manager in command.

The 139th Maintenance Group boasts a world class shooting team. Tech Sgt. Rodd Boyer, Staff Sgt. John Baxter, Tech Sgt. Ben Ott, and Tech Sgt. Nate Nichols placed 1st in Rifle, Pistol, and Overall at the Camp Crowder event in March, besting teams from the Army and Air Force across the entire state. These individuals, in addition to Master Sgt. Jason Neiswander, competed again in the Hasting, Nebraska, regionals and made another strong showing. John Baxter took home 1st place Pistol.



139th Medical Group

"The 139th Medical Group has experienced numerous significant events during FY16. These include: the naming of a new commander, the standing up of Detachment 1, the selection of the first ever Detachment commander and superintendent, a new First Sergeant, and, most notably, a life altering accident to one of our own, Lt. Col. Kim Smith. Through all of these changes, the men and women of the 139th Medical Group continued to provide for the needs of the wing as displayed by routinely exceeding 80% Individual Medical Readiness and exceeding the NGB 90% flu immunization and 100% Demand Drug Reduction goals with months to spare. In addition, the Detachment successfully completed a SEAT inspection with high scores. Again, the personnel assigned to the 139 MDG have worked together as a team to accomplish the dual missions it is tasked."

- Col. Kevin Echterling
Medical Group Commander

November: New 139 Medical Group Commander Named: Lt. Col. Kevin Echterling assumed command of the 139 MDG, replacing Col. Terry Hall. Col. Hall retired after 22 years of service to his country.

MDG Member Selected as MoANG First Sergeant of the Year: Master Sergeant Candice McCune was selected as the 2015 Missouri Air National Guard First Sergeant of the Year.

New "November Non-Fly" Physical examination process: The MDG established a new physical examination process accomplishing all 5 year physicals due for non-fly members in November. The MDG accomplished 133 non-fly examinations, webHA's and Duty Limitation Code reviews. In addition, the MDG administered over 600 flu shots.

December: NGB Influenza Goal Exceeded: The AW easily exceeding the 31 Dec 90% immunized NGB goal by the close of business of the December UTA, with a total of 894 shots given for 93% immunized.

Specialty Industries Holiday Party: Senior Master Sgt. Karla Lewis, the 139 MDG Associate Health Technician, lead a group of 139 AW members, including nine MDG personnel, in an annual community involvement event, the Specialty Industries Holiday Party. Senior Master Sgt. Lewis has coordinated the event for the past eight years and has participated in it since 1993.

Quarterly Flight Physicals: The MDG began the process of offering schedule flight physicals once a quarter. This process allows for less disruption of training time for both flying and medical personnel.

January: New MDG First Sergeant: Technical Sergeant Gina Mezzacasa Arthur was selected to replace Master Sergeant Candice McCune as the 139 MDG First Sergeant.

February: HRF Detachment 1 Manning Document: The official manning document for the 47 member HRF Detachment 1 operational component of the 139 MDG was received. The manning includes a detachment commander position. MDG



Members of Det 1 don their protective gear.



Nine members of the 139 MDG volunteered to attend the Specialty Industries of St. Joseph Holiday Party. Those in attendance were Senior Master Sgt. Karla Lewis, Senior Airman Marina Salazar, Airman First Class Michael Krocza, Staff Sgt. Calvin Glenn, Airman First Class Elaina Rivera, Tech Sgt. Melinda Cheney and Airman First Class Nakeisha Ekpe. Not pictured: Senior Airman Ryan Schnabel and Staff Sgt. Joshua Davison

hosts MEIR Course: The 139 MDG hosted a Medical Effects of Ionizing Radiation (MEIR) training course in St. Joseph, 1 – 3 February. The Majority of the students were members of the 139th Medical Group, but there were also were Guard members from surrounding states representing the Air Force, Army and Navy.

March: SEAT Inspection: Members of the 139th MDG successfully completed the NGB Standardization Evaluation and Assistance Team (SEAT) Inspection. The SEAT evaluates the joint service team at multiple locations in the state. The primary focus of the medical component involves the finance, training and individual medical readiness status.

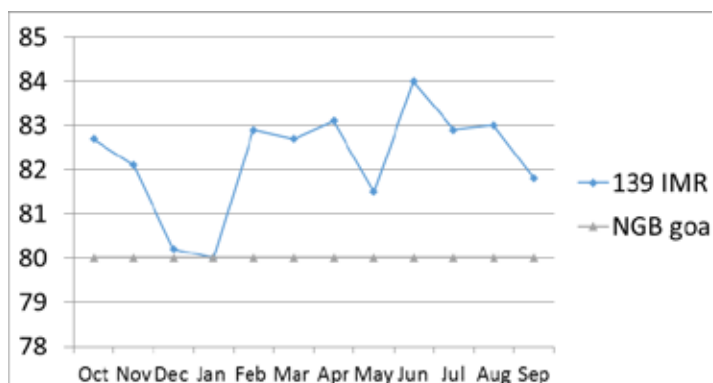
June: MDG Detachment 1: The 139th Airlift Wing officially welcomed aboard Detachment 1 to the 139th Medical Group. The detachment also has its first commander, Lt. Col. Kim Myers, who was recently selected for the position. Cascadia Rising Vigilant Guard: Members of the newly activated Detachment 1 participated in a national level exercise in eastern Washington State. The Catastrophic Earthquake and Tsunami Functional Exercise was a simulated 9.0 magnitude earthquake along the Cascadia Subduction Zone and a resulting tsunami. The exercise addressed the response and interoperability between Local, State, and Federal entities.

July: New Physical Examination Equipment: The MDG received and installed over \$300,000 of new physical examination equipment from NGB. This included new hearing booths, optometry and dental equipment, exam tables, lab equipment and vitals machines. AW Exceeds FY '16 Demand Drug Reduction Goal: The 139 AW was one of 19 out of 99 Air National Guard testing to already exceed the 100% UA testing goal. As of 31 July, the wing had accomplished 1098 tests with 1078 end strength for a 101.86% test rate.

August: MDG Superintendent Named: Chief Joseph Hamlet returned to the MDG as the first ever Det 1 Superintendent. Prior to serving as the Wing First Sergeant, Chief Hamlet was the MDG First Sergeant. Specialty Industries: Senior Master Sgt. Lewis accepted an award from Specialty Industries during their 50th anniversary celebration thanking the Missouri Air National Guard for the annual Christmas party. She has been a supporter and participant in the party since 1993. Community Blood Center: Chief Larry Douglas accepted an award from the Community Blood Center honoring the 139 AW as the top organization of 2015. Chief Douglas coordinates four blood drives a year on the Wing.

September: Detachment Exercise: Members of the Missouri CBRN TF deployed to Ft. Leonard Wood to training and enhance the required skills necessary to maintain a disaster response force. Training included: Search and Extraction, Water Rescue/Search Operations, and Wide Area Search.

FY '16 Individual Medical Readiness



139th Mission Support Group

"The Mission Support Group continues to focus on process development and customer service while improving readiness and preparing for our Wartime mission." - Lt. Col. Bryony Terrell

The 139th Mission Support Group closes the fiscal year with an abundance of change by appointing six new commanders over the past eleven months. Five of the six commanders came from outside the MSG bringing fresh perspectives with a forward thinking mentality ready to embrace the many challenges of supporting the warfighter. MSG Contracting executed 110 contracts worth over \$3.67 million with the assistance of a temporary third full-time contracting specialist. This additional resource enabled the office to save over \$313,000 in design contracts. MSG is leaning forward into FY17 with solid plans to execute over \$7.7 million in construction contracts: modernizing existing hangar space, the Operations Group building, construction of the Expeditionary Medical System building, building a running track, and demolition of several outdated storage facilities.



139th Civil Engineer Squadron
Lt. Col. Tracy Beattie



139th Security Forces Squadron
Capt. Jeremy Funk



139th Communications Flight
Maj. Patrick Shelton



139th Force Support Squadron
Maj. Melanie Englert



139th Logistics Readiness Squadron
Lt. Col. Mark Cheney



139th Mission Support Group
Lt. Col. Bryony Terrell

Logistics Readiness Squadron

"It has been an honor over the past two plus years to have served as the commander of the 139th LRS. I find it truly amazing how such a dynamic diverse squadron can form the most cohesive bonds to accomplish the supporting mission of the 139th. I am forever appreciative and humbled as your commander."

-Lt. Col. Mark A. Ruehter
Commander, 139 LRS

The Logistics Readiness Squadron continued the trend of exceeding expectations in support of the 139th Airlift Wing, the Advanced Airlift Tactics Training Center, the Weapons Instructors Course and the Warfighter. Recruiting and Retention, dedication to readiness, empowerment and fiscal responsibility have been the theme for FY16. Records set last year, such as a 98% fitness program pass rate, continue to be the benchmark of the squadron; while total manning has risen to 106%. This year has been a year of change as leaders in key roles have changed due to promotions and retirements. Lt. Col. Mark Ruehter and Capt. Robert Lovelady accepted new roles as MSG Deputy Commander and MXS Commander respectively, while Chief Master Sgt. Lisa Bransfield, Senior Master Sgt. Phil Vogler and Master Sgt. Anne Scott retired after accomplished careers. Lt. Col. Mark Cheney assumed command of the

Accomplishments

- 13 Skill level upgrades
- 42 Members attend Deployed Field Training
- 19 Professional Military Education graduates
- 98% Fitness Pass Rate
- 97% Vehicle in Commission rate
- 99.5% Quality Assurance Pass Rate





Logistics Readiness Squadron and has continued the drive to be the best Logistics Readiness Squadron in the Mobility Air Force. Our success continues to be immortalized in each section's accomplishments. The Distribution section continued to exceed expectations in continued support of the Wing. FY16 proved to be one of their busiest years with a 16% increase in IPR ES-S receipts, 43.7% increase in dispatches and a 33.4% increase in miles driven. Material Management (MM) continued their impeccable accountability, overseeing 46 Wing equipment accounts consisting of 4,000 assets valued at \$39M. FY16 also brought the migration from MICAS to the Enterprise Solutions-Supply inventory system, prompting a complete re-organization of 23,833 Individual Protective Equipment items worth \$2.3M. The Petroleum, Oils & Lubricants (POL) section continued their storied support to the Wing, undaunted by an increased workload leveling out at 27% while maintaining a 100% pass rate in Air Force Occupational Safety & Health (AFOSH) inspections. The POL airmen preserved their squadron leading 100% retention rate and 116% manpower authorization. Vehicle Management (VM) continued their long standing tradition of providing superior support to the Wing as well as the Advanced Airlift Tactics Training Center fleet of 33 general and special purpose vehicles

at Fort Huachuca, Arizona. VM processed 570 preventative and corrective action work orders while maintaining an astronomical 97% vehicle-in-commission rate, which surpasses the MAJCOM goal by 7%. Logistics Plans continued to be at the tip of the spear ensuring Wing readiness remained at the forefront. In FY16, Log Plans conducted an Initial Response exercise tasking 89 personnel and 30 short tons of equipment from the Wing. Deployment processing remained critical as 24 personnel from the Wing were deployed around the world in support of named operations in CENTCOM, PACOM and EUCOM AORs. Their success was capped off with zero deployment discrepancies reported, maintaining a perfect 100% deployment accuracy rate. Air Terminal Operations (ATO) continued its high operations tempo incorporating new drop zones into the Wing, AATTC and WIC training programs. Continued support abroad to the 71st CST, A3/20th Special Forces and State partnership with Panama remained a priority for ATO. Mission data for ATO: PAX-1,775, Baggage-93,320 lbs., Cargo-460,375 lbs., Aerial Deliver-421,700 lbs. Additionally, 30 members completed valuable wartime skills upgrade training during Deployed Field Training at Joint Base Pearl Harbor-Hickam; surpassing training goals by 253%.

Civil Engineer Squadron

Airmen of the Civil Engineer Squadron (CES) completed a DFT to Camp Hinds Boy Scouts of America Camp in Maine in May and July. The team worked on constructing a new dining facility. While there, they built the truss and roof structures, set septic tanks, built the rock walls, framed walls, and backfilled. The team was also able to work on extra projects to help the Boy Scout's camp including work with the medical lodge to repair drywall, bathrooms, vinyl tile, and set fixtures. Additionally, training for members was gained by having teams complete tasks such as generator maintenance, site surveying, CAD & GIS updates, electrical improvements, and demolition of abandon utility feeds. The work that was accomplished on this DFT represented a huge benefit to the Boy Scouts and was also great AFSC specific training making this a very successful DFT.

The CES provided in-valuable service during the 2016 Sound of Speed Air Show. Airmen from

Leadership Changes

- New Leadership:
- Squadron Commander: Lt. Col. Beattie
- Base Civil Engineer: Capt. Neil
- First Sergeant: Master Sgt. Martindell
- Installation EM: Master Sgt. Pierce
- Promotions:
- Squadron Commander: Lt. Col. Beattie
- Fire Chief: Chief Master Sgt. Jansen
- Capt. Heronemus
- Capt. Beam
- 1st Lt. Abernethy
- Retirements:
- Superintendent: Chief Master Sgt. Aebersold
- Senior Master Sgt. Brown

Airmen participate in Innovative Readiness Training (IRT), at William Hinds Boy Scout Camp.





Airmen participate in Innovative Readiness Training (IRT), at William Hinds Boy Scout Camp. The IRT is part of a joint operation with the U.S. Marines, Navy, Air National Guard, and Air Force Reserve to help rebuild parts of the camp.

the Civil Engineering Squadron provided trash service, directed parking, provided services to the performer lounge, maintained and operated all Generators, and maintained water fountains. In addition to these duties the Emergency Management shop played a large portion in the Air Show by developing the Emergency Response plan for the Air Show as well as organizing various elements of the emergency response coordination, to include Emergency Operations Center activation and setup. The 139th Fire and Emergency Services also played a large role in developing the Emergency Response Plan by coordinating with Emergency Management and the other community fire departments.

Lt. Col. Beattie assumed command from Col. Grace Link who accepted a job in Jefferson City as the MOANG Director of Staff.

Accomplishments

- Deployment for Training (DFT) to Camp Hinds, Maine to construct a new DFAC for the Boy Scouts of America Camp
- Provided Expeditionary Skills Rodeo (ESR) training for approx. 350 wing personnel
- Provided support in training in State Partnership Program (SPP) in Panama
- Participation in a joint Counter-CBRN All Hazards Response Management Response (CAMR) course.
- Emergency Management attended FEMA Radiological HAZMAT course at the Nevada National Security Site (NNS)
- Provided parking, trash, utilities, amenities and emergency response coordination for 2016 Sound of Speed Air Show.

Force Support Squadron

"Our Air Force is powered by our Airmen. FSS provides support to our Airmen, so they can focus on the mission."

- Maj. Melanie Englert
Commander, FSS



Tech. Sgt. James Pratt prepares food at the Gateway Dining Facility, Royal Air Force Mildenhall, England.

The Force Support Squadron performed over 17,400 customer service actions this year with 5,200 occurring within the last quarter.

The Force Support Squadron is comprised of 40 Airmen making up the Military Personnel Section and Services Section. Our overall MPS focus this past year has been making our processes better to ensure we are providing the best customer service possible. While animating many of our personnel actions, hundreds of hours have been executed adding reference guides and step-by-step processes on SharePoint.

The Services Sections continues to aggressively train for missions as home and abroad. The Fatality Search and Recovery Team continue to maintain their Homeland Response Force through 85% Completion of Hazardous Operations Refresher requirement and completion of CTE #2 Home Station with A1S observation quarter. All of this training was accomplished whilst the Services food team fed 1,259 airmen in our dining facility.

The Base Education and Training Office remains fervent in the mission of ensuring all airmen meet their training and testing requirements both local-

ly and throughout professional military education locations. Our team proctored 128 tests for enlisted and officers, while updating hundreds of DD 214s. With the planning of additional Seasoning Training Day funding on the books and annual formal school lists Base Education and Training will remain their high-tempo.

FSS was able to obtain valuable overseas training which will prepare them for this coming year as we posture for the upcoming deployment cycle. Our Airmen are excited about the opportunity to demonstrate their skills and prove the 139th in, "Excellence in All We Do."

Accomplishments

- Reenlistments - 36
- Enlistments - 30
- ID cards - 585
- Members fed -2560
- Lodging Reservations -1259
- Tests Proctored - 128
- Fitness Tests Proctored - 137
- CCAF Degrees Awarded - 7
- Color Guard Actions - 9
- Home Community Care -16
- Awards and Decorations- 84
- Human Resource Actions - 184
- Enlisted Promotions - 72
- Passports- 24
- **Overall Actions - 5202**

Security Forces Squadron

"2016 was a year of transition and achievement for the 139th Security Forces as the squadron took possession of a new training center, celebrated the retirement of their commander, and ushered in new leadership. Members demonstrated their outstanding performance while answering the call of duty in support of the Sound of Speed Air Show, active shooter training and completed an inventory inspection with outstanding results."

Maj. Gregg Roberts
Former Commander, SFS

FY16 brought significant change for the 139th Security Forces Squadron. All SFS members accepted the challenges that came and demonstrated absolute resolve and dedication to mission success.

The fiscal year started with an arduous trial for three SF airmen attending the Close Precision Engagement Course in October and graduating the course in November. The success of Staff Sgt. Greg Haynes, Staff Sgt. Austin Anderson, and Senior Airman Derek Williams closed the final gap in one squadron UTC requirement and greatly enhanced the unit's incident response and mitigation capabilities. The first quarter was specifically heavy with tasks for Master Sgt. Brown and Staff Sgt. Windmeyer, the unit's S-4 (supply) NCOs, and Master Sgt. Martindell, the unit's Training Manager. The newest building in the north property development plan was for SFS mobility and training. Those three individuals worked diligently to establish inventory priorities, ensure accountability, and relocate all equipment. Their effective planning led to zero disruption in capabilities and resulted in no discrepancies in resource accountability. Over 1000 individual equipment items and over 40 Information Technolo-



139 SFS photo including Major Gregg Roberts, former commander, and Capt. Jeremy Funk, current commander. Taken at the new SF Training and Mobility Storage Facility.

Accomplishments

- Graduated 3 from CPEC-USAF Counter Sniper Course
- Joint Wing Active Shooter Exercise Response
- 2 Wing Major Accident Response Exercises
- Sound of Speed Air Show 2016
- Wing Earthquake and Tornado Exercise Response
- Mo State Audit-Security Cooperative Agreement
- 4 UTCs Gained and Trained
- Ribbon Cutting/Occupation New Training and Mobility Facility
- Defense Biometric Identification System Install
- Customs MCle Recertification
- Army Air Assault Course Graduate
- USAF Ranger Assessment Graduate
- 40 Participants-German Armed Forces Proficiency Badge
- Gained 8 recruits
- Expanded the state SCA program by 4 FTEs

gy assets were relocated. Also in the quarter, the unit received its delivery of Pro Bags from NGB. The gear received will better outfit defenders for enhanced response to active shooter incidents.

For the second quarter, sights were set on training for the active shooter threat and on preparation for the 2016 Sound of Speed Air Show in August. Capt. Funk coordinated with Capt. Tiger Parsons of the Buchanan County Sheriff's Department to obtain Tactical Patrol Officer training free of charge. Over half of the organization has received the training and is now performing the same tactical response as our local civilian law enforcement agencies. This greatly enhances the wing's active shooter incident response and mitigation, providing a more seamless integration of civilian responders and transition from incident response to the investigation phase. The joint training will continue through the foreseeable future.

Third quarter brought mission and personnel changes. Maj. Gregg Roberts retired May 1st and Capt. Jeremy Funk took Command. The two commanders are the first and second commanders to come from the squadron's enlisted ranks. As a result of the Enlisted Grade Review, the unit received a Technical Sergeant AGR promotion opportunity and a Master Sergeant and Senior Master Sergeant Traditional position. The EGR provided for the largest rank opportunity for the squadron in several years. In May, the unit graduated its first ever submission to the Army Air Assault Course, conducted by soldiers from Fort Benning, Ga., and hosted at Camp Crowder, Neosho, Mo. Although the grueling course does not rank candidates, Staff Sgt. Greg Haynes completed the course very near the top of the class! One week before annual heavy weapons qualifications at Fort Riley, additional heavy weapons UTCs were added to the 139th Security Forces mission. The superb relationship that Tech Sgt. Black and Master Sgt. Martindell maintain with their Functional Area Managers at the National Guard Bureau ensured that enough ammunition and qualified personnel were assigned and on hand to meet qualification requirements. A special thank you to the members who stepped up and assumed the newly identified duties on such a short notice to their employers. The quarter finished with the promotion of Senior Master Sgt. Mark Richie, placing him as only the second Chief Master Sergeant in squadron history, following Chief Master Sgt. Gary Murphy.

Fourth quarter started off with the MARE exercise in preparation for the Sound of Speed Air Show. Superior effort and leadership by Chief Master Sgt. Richie and Master Sgt. McGarry ensured compliance and readiness. The unit's extraordinary Collective efforts and dedication to a successful air show, under any condition, proved beneficial when severe weather sheltering of air show visitors became necessary during the second day of the event. Also in the quarter, Security Forces conducted its Active Shooter exercise in September using a new three phased approach for wing participation. This approach incorporated training, procedure assessment, tactical response, and civilian agency coordination, and resulted in a benchmark plan submission from the wing Inspector General's office. As the fiscal year end drew near SF was awarded and executed more than \$75,000 for necessary operations, training, force protection and mobility equipment bolstering all facets of the SF mission. The unit ended the FY with Staff Sgt. Gregg Haynes successfully completing the USAF Ranger Assessment Course, Ft Bliss, TX. If you're keeping track, that's three in-residence courses, each considerably more difficult than the previous, but he didn't stop there. In between those courses, Staff Sgt. Haynes completed his SF 7-Level Career Development Course in just 4 months, and graduated Security Forces Craftsman Course in February, earning his 3P071 upgrade.

It was truly an eventful and challenging year for the military and state members of the 139th SFS, but never too much for the resilient defenders!

Operations & Training	
• SF Responses	180
• Commercial Vehicles Inspected	2133
• CATM Live Fire Trained personnel	292
• Non-Lethal Weapons trained members	51
• SF Pax for AATTC Ops at Ft Huachuca	30
• CDC Completions/upgrades	18
• Formal Course Completions	21

Communications Flight

The preparation, deployment, and safe return of ten unit members to Royal Air Force Mildenhall, England highlighted the accomplishments performed by 139th Communications Flight personnel during FY16. Extensive planning and coordination efforts for the deployment ensured flawless execution and departure for unit personnel. This was the first deployed field training opportunity for 139th Communications Flight drill status guardsmen in many years and offered an opportunity for unit members to demonstrate and share their unique civilian and Air National Guard skill sets with active duty Air Force personnel. While deployed, Tech Sgt. Stevan Sheely, a drill status guardsman, was recognized as an "Outstanding Performer" for conducting a Cisco Fundamentals course for 15 active duty Air Force students. His extensive Cisco training and civilian workplace experience resulted in an exceptional training opportunity. The deployment afforded unit personnel an occasion to integrate into an active duty Communications Focal Point (CFP) and support the 100th Communications Squadron network operations mission.

During 2016, network and infrastructure personnel culminated a one year project to replace and upgrade the legacy television distribution equipment by installing and configuring an Internet Protocol Television (IPTV) solution. NGB/A6 provided excellent support by investing over \$200,000 in funds and technical support. This comprehensive project included the successful installation and configuration of a Video Management platform and Video Delivery server for "on demand" storage of recorded content or training videos. Two independent digital signage channels with the ability for content managers to



Tech. Sgt. Stevan Sheely conducts network training for Airmen.

Accomplishments

- Successful deployment for training to RAF Mildenhall England
- Submission of biennial Notice and Consent package to Air Force Space Command
- Development and broadcast of Commanders Access Channel, Channel 21
- Full participation in Green Dot Training and Mentor Training

update and display mission critical information, such as flight schedules and Commander's information channel, will greatly enhance communication across the 139th Airlift Wing. Over 60 set top boxes will be deployed across the campus area network and geographically separated unit at Fort Huachuca to stream 10 IPTV channels and 2 digital signage channels. Contractors provided administration training for maintenance, troubleshooting, installing and configuring the set top boxes.

Personnel programs and an emphasis on force development were a focus of attention for all flight personnel. Drill status guardsmen in the rank of Senior Airman, Master Sgt., and Senior Master Sgt. received their first Enlisted Performance Reports from the first line supervisor. Mentor program kickoff and training with the introduction of the MyVector website provided a vehicle for mentors and mentees to connect and collaborate on goals and ideas. Members were also given an opportunity to provide feedback to leadership by participating in the Defense Equal Opportunity Management Institute (DEOMI) Organizational Climate Survey (DEOCS). Results of this survey assist in the continual improvement of the flight.

We welcomed the new 139th Communications Flight Commander, Major Patrick Shelton, as he assumed command of the flight during the May 2016 regularly scheduled drill period. His operations experience, leadership, and guidance are a huge benefit to the 139th Communications Flight!

Safety Office



The 139th Wing Safety office is comprised of 3 elements; Flight, Occupational (Ground), and Weapons Safety. The team consist of the Chief of Safety, an Occupational Safety Manager and 2 Safety Technicians. The mission of the safety team is simple... mishap prevention through the education of wing personnel, while ensuring compliance with Air Force and OSHA Safety regulations.

Flight Safety– Conducts annual assessment/inspections of all assigned flying units. Flight Safety develops and maintains the Bird/Wildlife Aircraft Strike Hazard (BASH) Program, Midair Collision Avoidance (MACA) Program, and the Hazardous Air Traffic Reporting (HATR) Program. In addition, Flight Safety works directly with our United States Department of Agriculture Wildlife Biologist to accomplish bird and wildlife abatement. A recent addition to the program was identifying a Flight Safety Officer and Non-commissioned Flight Safety Officer, which will enhance the program.

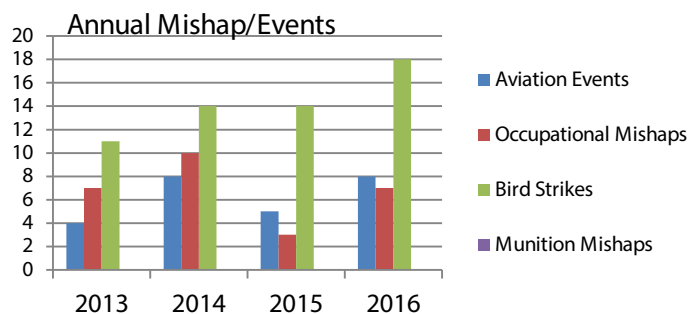
Occupational Safety – Encompasses Traffic Safety, Building Inspections, and Annual Assessments of Safety Programs, Training and Program development. The Safety office has completed inspections of 110 buildings; assessed between 5-10 programs for each of the 35 units/section. All in an effort to reduce mishaps and injury of our personnel by our yearly goal of 15%. The Safety office has also given over-site to 18 different construction projects by attending the Planning Phase meetings, as well as Pre-Bid / Pre- Construction meetings to ensure safety compliance for both the 139th personnel and the contractors. The wing also hosted a 5 day Safety Orientation Course in which many supervisors and

Accomplishments

- Increased Motorcycle Safety Awareness: more attendance in skills training and participation in Mentorship Rides
- Training 2 new Safety Technicians and a newly assign Chief of Safety
- 100% Completion of Annual Safety Inspections and Assessments
- Aerial Spraying of the airfield to reduce insects, in turn mitigating birdstrikes
- Increase in aircrew flight safety awareness through the continuation of monthly "Prop Talk"
- Purchased over \$15000.00 in Safety equipment and training materials, distributing sections and personnel
- Introduction of new Safety concept (GPC) that will provide airmen and their families with a quick risk management technique

safety representatives participated from not only 139th but other regional Wings.

Weapons Safety – Manages Weapons Safety Program to ensure units understand and comply with all explosives, missile, nuclear surety and directed energy safety standards. We continued to work with NGB to ensure 139th Explosive Site Plan are designed properly for specific hazardous areas of the base. All Explosive Site plans were finalized in the Spring. The Weapons Safety team ensures program alignment with squadrons and a comprehensive weapons safety plan is briefed to all required personnel.



Family Readiness

"Our leadership understands that if we take care of our people, Airmen and families, they will take care of the mission ..."

- (Chiefs Quote)

Airman and Family Readiness

Accomplishments

- 115,391 Informal Contacts
- 3,667 Formal Contacts
- 229 Workshops
- 173 TAP pre-separation Briefings
- Successfully completed Council of Accreditation (COA) with "EXCELLENT" review
- 44 Outreach events
- 343 Volunteers
- 4,868 Volunteer Hours

Your Airman and Family Readiness Program has been exceptionally supportive to the men and women of the 139th AW and their families this year. From greeting returning deployer's, to retirement preparations, from youth annual duck hunt to career fairs; we support you and your family's needs.

We experienced huge successes in all facets of the Airmen and Family Readiness Program most recognized, our 139th Airlift Wing Command support is truly noted for our progressive views in creating a Resiliency Team this year. Our wing now employs a full-time Sexual Assault Response Coordinator, Director of Psychological Health, Chaplain, Airmen and Family Readiness Program Manager and Airmen and Family Readiness NCOIC. These professionals on base have provided extensive sustenance to our Airmen and families.



True greatness and service before self is demonstrated by our volunteers. Our Key Volunteer "Red-Shirts" as assigned liaisons between Squadrons and the Airmen and Family Readiness office, the Red-Shirts can provide resources out in the field, and created a monthly newsletter for drill weekends. We are also thankful for our volunteers that provide thousands of hours toward pre & post deployment support over 200 phone calls to deployed service member families. Our volunteers partnered with private organizations and community organizations to send numerous care packages to our deployed members. Our community supports our Airmen through various methods to include Family Day and Children's Holiday Workshop. Airmen and Family Readiness also hosts youth events such as Camp Geiger event that teaches leadership and a youth duck hunt annually.



Inspector General

"The truth of the matter is that you always know the right thing to do. The hard part is doing it."

-General Norman Schwarzkopf Jr.

The 139AW/IG fosters a culture of consistent, continual, compliance by empowering every Airman to detect non-compliance. Not only are our Airmen embracing the RED but they are utilizing processes like Air Force Smart Operations 21st Century (AFSO21) to create corrective action plans and Root Cause Analysis to mitigate future deficiencies. This culture grows exponentially when you empower over a 1000 Airmen to turn on their Inspector General eyes and ears to report findings to leadership. This confidence allows members to address issues without fear of retribution. The 139AW/IG created 50 IGEMS observations and closed out 35 for the year. The IG Office opened and closed 137 MICT observations in the same time frame.

The Air Force Inspection System (AFIS) allow Commander's to identify the Wings greatest mission risk by utilizing a Risk-Based Sampling Strategy (RBSS) then applying this within the Commander's Inspection Program (CCIP). Risk awareness vs. risk avoidance will set the tone for how the Commanders can use the AFIS tools.

The IG Office started off the year with almost all new faces. Lt. Col. Jeff Tourtillott was hired as the new IG. He was soon followed by Lt. Col. Seymour Mitchell as the new IGQ. Master Sgt. Bernadine Eastridge filled the Superintendent position followed by the newly promoted Master Sgt. Christopher Blake as the MICT/SAPM Manager. Maj. Joseph Lembke continued filling the IGI position and officially became a full time employee.

The office was busy with completing all training required for the new positions. Four of the five IG members traveled to Washington D.C. to attend the Air National Guard IG Summit in September. Maj. Joe Lembke (IGI) along with Wing Inspection Team (WIT) members from the 241st conducted a vertical inspection on the 241st Air Traffic Control Squadron to validate their mission capabilities on the AN/MPN-14K Mobile RAPCON. The office also became the

focal point to manage all outside audits and site assisted visits (SAV), for a total of 18 audits. The wing participated in eight mission essential exercises. The MARE Exercise had a twist from previous years as we incorporated possible scenarios due to this year's Air Show.

To finish off the year, the IG Office has started to expand their duties and have started conducting their own vertical inspections to help reduce the need for outside audits. The IG Office has set up a Battle Rhythm to help prepare the base for the Mid-Point UEI next year and ultimately the CAPSTONE in March of 2019.

Accomplishments

- Major Accident Response Exercise for 2016 Air Show
- Filled all 5 IG Positions
- IGTC-I & IGTC-Q Training
- Completed all 12 By-Law Inspections
- Led the base through 8 Exercises
- Attended ANG IG Summit in DC
- Coordinated 18 base wide SAV and Audit inspections

Chaplains Office

As a Chapel staff we continue to train and be ready to deploy anytime/anywhere, yet always no matter what we are doing, or where we are going our goal and our task is to pursue excellence as we glorify God while serving our airman. Know that you are in our thoughts and Prayers.

- Unknown

Greetings! I presume that by the time you get to this page in our annual report you are well aware of how busy the 139th has been the past 12 months. This 'busyness' around the entire base results in more business for the Chaplain's Office as well. In FY 2016 the Chaplain's Office was immersed in a variety of activities. Our Strong Bonds Program was in full swing during the months of February and April where close to 50 people (over 20 married couples) grew in their knowledge of themselves and each other during a Laugh Your Way (LYW) event. The title "Laugh Your Way" implies exactly what the author of the program hopes to happen during a given weekend. LYW events are designed to allow each couple to learn more about themselves (and each other) in a humorous way so that each person can learn how to improve the marital relationship. Are you in your right brain or left brain, which 'world' are you in? If you are a married couple and want to know the answer to these questions, come join us on an upcoming LYW event.

The busyness of the Chaplain's Office continued through the year as we traveled across the pond. Ch Martinez took a 6 month TDY to Ramstein, Germany, where he worked diligently and successfully with HQ USAFE-AFAFRICA Staff Chaplain Readiness. The rest of us (Ch Ludwig, Ch Clary, and Ch Assistant Dietz, Tinsley, Schubert) traveled to Mildenhall, AFB England for two weeks of annual training. During this time most of our efforts focused on visitations of the 50+ 139th personnel who were also doing some annual training in a variety of areas. We also helped the Mildenhall Chapel staff with cleaning and organizing the Base Chapel, manning the phones and front desk, giving their Chapel Staff an opportunity to attend a base wide family event, and some much deserved time out of the office.

The busyness of the Chaplain's Office mostly occurs in and through a variety of ways we continue to support our own airman here at home. Below you can read a few of the statistics:



Leadership Advisement/Engagement:

-182.75 hours

Unit Engagement:

-510.00 hours

-8015 visitations

Counseling/Intervention:

-153.50 hours

-296 Clients

-198 Sessions

Religious Services

- Religious Services: 144.75 hours
- 40 events
- 1701 attendees
- Funeral/Memorial Services: 1

Comptroller Flight

In the midst of a demanding 2016, the 139th Comptroller Flight again stepped up to the challenge and had another successful year. In FY16 we transitioned our Inactive Duty orders process to AROWS, implemented a new accounting system - DEAMS (Defense Enterprise Accounting and Management System), and managed through the turnover of our leadership team due to retirements. In addition, we dealt with the complexities of a Continuing Resolution, transitioning to a new Quality Assurance Manager, as well as selecting a new NCOIC of Customer Service. To assist us with managing change in FY16 we increased our focus on training as detailed below:

Accomplishments

- Capt. Knox and Master Sgt. Wells completed the Comptroller Course
- Master Sgt. Wells completed the USAF Superintendent Course
- Tech Sgt. Winkie graduated from NCO Academy
- Senior Airman Rock graduated from Airman Leadership School
- The entire Flight completed Fiscal Law Training
- Conducted 10 AROWS Training Sessions
- Completed 13 Contingency Training Sessions and 10 Customer Service Training Sessions

Statistics

- 3800 orders paid through AROWS
- \$3M Travel dollars disbursed
- 2483 vouchers processed through DTS
- 33,000 RSD's processed through AROWS
- 11,100-other inactive duty periods processed through AROWS (AFTP's, RMD's...etc.)
- Executed \$2.7M in MilPers, an increase of \$500K from FY15
- Executed \$43.2M in O&M, an increase of \$6M from FY15

Another focus of our training within the 139th Comptroller Flight is the accomplishment of a DOD mandated FM Certification program that is required for every member within the Comptroller Flight. As of this writing we have 7 of the 14 members achieve their appropriate certification level with no member overdue. The certification is due 2 years after the member enters the career field.

We were able to accomplish all of this while simultaneously providing top-notch customer service, and accounting for a record number of resources in both the O&M (Operations and Maintenance) and MilPers (Military Personnel) Appropriations.

Public Affairs



Telling Airmen's Stories

- 26 print stories
- 20 video productions
- 21 news releases
- 443 photos accessioned

Tech. Sgt. Michael Crane, a broadcast journalist, interviews Master Sgt. James Pratt with the 139th Force Support Squadron. The 139 FSS were conducting deployment field training in their respective career fields as part of annual training requirements.

The public affairs office started the year with three of its members on state emergency duty supporting the Missouri River flood relief efforts on the eastern side of the state. From town to town, the Airmen found Missouri Guard soldiers helping citizens of the affected areas. In one week's time, more than 50 photos by Senior Airman Patrick Evenson were published by the Missouri Guard. The PA office also supported the 180th Airlift Squadron in Operation Jesse Relief in Key West, Florida. Senior Airman Sheldon Thompson published 37 photos, some of which were picked up by the National Guard and the Air Force. The shop also helped meet the wing commander's requirement for the new mentorship program by producing two videos to raise awareness of the program. These videos were seen by the entire wing. Three Airmen supported the civil engineer squadron in Raymond, Maine, documenting the construction of a Boy Scouts camp. Another three

Airmen documented the training of the force support squadron during a deployment field exercise at Royal Air Force Mildenhall, England. The shop also supported the Sound of Speed Air Show with social media monitoring. In addition to general inquiries about the air show, the shop also responded to multiple inquiries to help stop rumors about air show canceling when a weather delay went into effect. The shop helped facilitate multiple news stories produced by local media with press releases and media escorts.



Tech. Sgt. Noah Diveley (right), a services specialist assigned to the 139th Force Support Squadron rakes the ball fields while Senior Airman Patrick Evenson, a photojournalist photographs him at Royal Air Force Mildenhall, England. The Airmen with the 139th Airlift Wing were conducting deployment field training in their respective career fields for annual training.

139th Followers

- Facebook: 2,781
- Twitter: 1,073
- Instagram: 295

Equal Opportunity Office

"Our office is proud to say our State and Local leadership team continues to pave the way in our quest to create a positive work place environment for all members."

- Maj. Charles T. Heckert

Director, 139th Equal Opportunity Office



Our Mission: Contribute to overall organizational readiness by supporting and improving military equal opportunity, affirmative action, goals, and objectives. To make the Missouri Air National Guard a model of EO programs and accomplishments.

Our Goals: the goals of the Equal Opportunity office are to formulate, direct and sustain a comprehensive effort that ensures fair treatment of all airmen based solely on merit, fitness and capability that supports readiness. Specifically, this effort is designed to provide equal opportunity for all Air National Guard military personnel. The practice of equal opportunity promotes understanding, teamwork, harmony, pride, and spirit de corps amongst all members of the 139th Airlift Wing. A positive equal opportunity environment equals mission readiness.

The Equal Opportunity (EO) office provides support to over 1,100 wing personnel, 24 hours a day, 7 days a week. Led by Major Charles Heckert the 139AW/EO has provided training to over 500 wing personnel, conducted 8 Out-and-About inspections, compiled and conducted analysis for the 139th Wing Climate Assessment

Survey and supported the MOANG TAG survey, enabling the MOANG TAG to develop a MOANG member focused strategy.

Our office is responsible for administering the 139th Wing Commanders' Equal Opportunity program. We administer this program in accordance with Local, State, and Federal laws. In this modern age, this is a challenging undertaking. Being able to reach out to all of our wing members; providing them with the training and tools necessary to conduct their missions, while maintaining the flexibility to be responsive to an ever changing world.

We are here to assist! Mutual respect, Fair treatment, and Equal Opportunity.



Airmen with the 139th Civil Engineer Squadron participates in Innovative Readiness Training (IRT), at William Hinds Boy Scout Camp in Raymond, Maine. The IRT is part of a joint operation with the U.S. Marines, Navy, Air National Guard, and Air Force Reserve to help rebuild parts of the camp.

Recruiting & Retention



John Weeks recites his oath of enlistment at Rosecrans Air National Base. Weeks' enlistment puts the 139th Airlift Wing at 100 percent manning capability.

FY 16 in the Recruiting Office started off by losing Tech Sgt. Matt Price to the Retention Office, replacing departed Master Sgt. Russell Streich. Senior Airman Marina Salazar was selected to replace Tech Sgt. Price and she attended Recruiting School from January 2016- Feb 2016. We also became heavily involved with the Career Exploration Program (a.k.a. ASVAB Proctoring) at the start of the year and were happy with the results we were able to see by being in front of the high school students.

The Recruiting and Retention Office received a Site Assisted Visit (SAV) in March 2016 from their counterparts at National Guard Bureau. This visit helped to solidify their office strict adherence to the standards and procedures set as guidance for Recruiting and Retention offices throughout the Air Guard. The office received accolades for the cohesiveness of the team and the enthusiasm that seem to resonate throughout the office, given the current recruiting environment.

The 139th Airlift Wing Recruiting and Retention team finished the 3rd Quarter at 100.10% of our authorized enlisted strength. The Recruiting and Retention Office attended annual certification training course the week of April 18-22, 2016.

The 139th Airlift Wing Recruiting and Retention team finished FY 16 strong when on 1 September 2016, we reached 100% authorized enlisted strength. This is the first time in 14 years that this

has been accomplished. Tech Sgt. Jason Jones was the one who helped us reach the milestone, as he enlisted Mr. John Weeks into a 4N051 position in the Medical Group.

Advertising and Events: Beginning on 30 July, the Recruiting team along with some motivated volunteers, started to work the Chiefs Training Camp at the Missouri Western State University Campus. This being one of the bigger events that we work during the year, there were approximately 2,500-3,000 people from all over the St. Joseph, Kansas City, and surrounding areas come through to watch the Chiefs practice. The 241st Air Traffic Control Sq. also brought some of their equipment out to aid in recruiting efforts. On the final day of the camp, 18 August, the Chiefs had a military appreciation day for all who have served in the Armed Forces which gained a lot of attention from the General public.

The following week the 139th AW played host to the Sound of Speed Air Show, where the 139th Recruiting team joined forces with the Kansas Air National Guard Recruiters. Together we set up a recruiting booth with literature to present to the public which brought out about 30,000 people between the 27th and 28th of August.

On 10 September over the UTA, Tech Sgt. Jones worked at a car show in Raytown, MO where 500-600 people were in attendance. Participating in this event helped put our unit out in the spotlight and gain more exposure as well as being able to speak to potential leads that would be interested in becoming a proud member of the 139th AW.

Accomplishments

- 35 New Members in the 4th quarter
- 18 of the 4th quarter enlisted accessions were in critical career fields
- 122 total accessions for FY 16
- 2 of the 4th quarter accessions were Officers

Sexual Assault. Response Program



For Sexual Assault. Awareness Month, the 139th AW participated in the second annual National Denim Down day. In 1997 a 45 year old rapist was convicted and sentenced by a jury for sexually assaulting an 18 year old girl. The Supreme Court overturned the conviction "because the victim wore very tight jeans...it was no longer rape but consensual sex". On 22 April 2016, wing members wore jeans to work join the campaign and take a stand against victim blaming.



Annual Training

- Incorporated Green Dot Prevention Training in FY 2016
- Green Dot Trainers/Implementers completed 80 hours total training time, Spent approximately 150 man hours training unit members
- Trained one Green Dot Coordinator-Staff Sgt. Troy Green
- **Trained 5 Green Dot Implementers-**
 - Master Sgt. Carly Edwards
 - Tech Sgt. Nicole Lay
 - Airman First Class Samantha Simmons
 - Airman First Class Marcus Harris
 - Airman First Class Rachel Dejoode

Expansion

- **SARC**-Becki Restrepo
- **Alt. SARC**-Lt. Kalonie Taylor
- **Victim Advocates:**
 - Lt. Col. Ryan Stepp
 - Master Sgt. Larry Tatro
 - Master Sgt. Sarah Linthacum
 - Tech Sgt. Rachel Malchose
 - Tech Sgt. Bernadette Salisbury
 - Staff Sgt. Brandi Mora
 - Staff Sgt. Joseph Mumma
 - Senior Airman Angel Walker
 - Senior Airman Paige Dewey

Advanced Airlift Tactics Training Center

Wow, what a busy year this has been for the AATTC. Over the course of the last few months the members of the AATTC have hosted several working groups, taught 11 different courses of instruction, graduated over 200 students, and help execute AMC's Tactics Review Board (TRB) and WEPTAC. The AATTC hosted the MAF Datalink Users Group, Air Mobility Tactics Analysis Team (AMTAT), Georgia Tech Research Institute's (GTRI) Infrared Countermeasures course, and the Northrup Grumman/GTRI working group for Electronic Countermeasures. At the same time, our Development Division has been at the forefront of MAF Electronic Warfare development, C-130H fleet modernization efforts, KC-135 and KC-46 self-protection initiatives, as well as executing AMC's Tactics Improvement Proposal (TIP) process.

The C-130H Weapons Instructor Course (WIC) class 16B is well under way. Our students are progressing through the syllabus on schedule and are set to graduate in December. We continue to work with AMC, NGB, and AFRC to solidify the long-term future of this critical combat capability.

The AATTC tirelessly continues to pursue tactics development through technological advancements, improved TTP's, advanced training opportunities, and increased asset integration. During the 1st Quarter of FY17, the AATTC will participate in the ARC WEPTAC, Electronic Warfare conference, Defensive Systems working groups, and continue to teach all of our courses of instruction.



Our Annual Tactics and Intelligence Symposium is rapidly approaching. We will host our Symposium back in the Stoney Creek Inn again this FY from Jan 23, 2017 through Jan 26, 2017.

Looking back on FY16, we are proud of the multiple accomplishments of the AATTC; however, we prefer to look forward, understanding that the future of MAF operations is dependent upon our combined efforts to improve aircraft defenses and combat capabilities.

Hope to see you all in January,
Col. Murphy and Col. Panos



AATTC - Training Division

Courses

- Advanced Tactics Aircrew Course (ATAC)
- Combat Aircrew Tactics Studies
- Mobility Electronic combat Officer's Course (CATS-MECOC)
- Datalink Manager's Course
- Advanced Air Mobility Intelligence Course (AAMIC)
- Mobility Commanders Tactics Course (MCTC)
- Weapons Instructor Course (WIC)
- Munitions Training (WTQM)

Training Division

- Total Students: 480
- Total Classes: 7 courses totaling 33 different classes
- ANG Students: 179
- AFRC Students: 71
- AMC Students: 145
- ACC Students: 5
- International Partners: 31
- USMC: 20
- AETC: 11
- USAFE: 8
- PACAF: 10

AATTC - Development Division

Tactics Development

- AMC/TE test for C-130J Pilot Directed Airdrop (PDA)
- BATS Courseware (Basic Aircrew Tactics Studies)
- Multi Mission Cockpit Trainer (MMCT)
- Efforts with GTRI to make Advanced Integrated Electronic Combat System (AIECES)
- Tactical Airlift Mission Software Suite (TAMSS), Version 2.0
- Software integration for Lightning pod
- Participated in AATTC's operational test of Single Pass Precision Airdrop (SPPAD)
- Mobility Air Force Tactics Review Board (MAF TRB)
- 32 TIPs Submitted
- 9 TIPs Recommended for FY17 Test
- 1 TIP Incorporated/Combined into Existing TD&Es
- 24 TIPs Reassigned to Other Organizations

Electronic Warfare

- USAF Countermeasures SPO Initial Planning Team
- RF Countermeasures Joint Working Group
- Joint Electronic Countermeasures program review
- Flare Testing at Eglin Range, which lead to new Mobility Standard Counter Measure Loads for several MAF airframes.
- Hosted Georgia Tech Research Institutes IR Short Course providing 30+ students an in-depth look at IR threats, countermeasures, and employment tactics

AMTASE

- Produced PONY EXPRESSES -- Short, fused intelligence products that highlight new adversary capabilities or technologies.

Datalink

- Requested by NGB/A5 to brief the C-130 AMP SPO about the Multi Mission Cockpit Trainer (MMCT) capabilities in regards to datalink integration and distributed mission operations (DMO).
- Working with GTRI to integrate VECTS and Datalink into a single comprehensive tool
- Demonstrated line-of-site and beyond line-of-site communication to General officers and key AMC leaders, during MAF WEPTAC; utilizing TAMSS racks to directly communicate with the 618th AOC to a Lightning pod equipped C-130 in flight.





A U.S. Air Force C-130 Hercules prepares to land on the dirt landing zone at Ft. Huachuca, Ariz., Jul. 26, 2016. The crews attended the Advanced Tactical Aircrew Course at the Advanced Airlift Tactics Training Center, Missouri Air National Guard. (U.S. Air National Guard photo by Master Sgt. Erin Hickok)



@139aw



@RosecransANG

Rosecrans Air National Guard Base
705 Memorial Drive
Saint Joseph, MO 64503
www.139aw.ang.af.mil